

APPENDIX 3

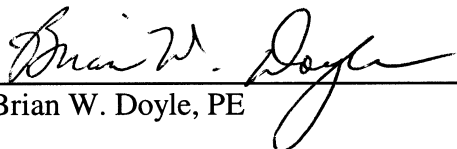
PERFORMANCE MEASURES - OBJECTIVES

May 2000

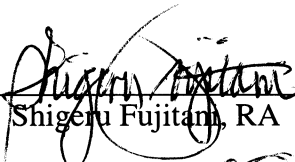
**SACRAMENTO DISTRICT
ENGINEERING DIVISION**

PERFORMANCE MEASURES - OBJECTIVES

We pledge to implement the following performance measures to obtain the specified objectives:




Brian W. Doyle, PE



Shigeru Fujitani, RA



Carl Van Dam, PE



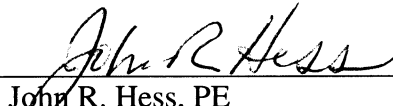
Edward A. Ketchum, PE



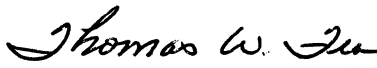
Frank W. Winton, PE




David A. Ricketts, PE




John R. Hess, PE



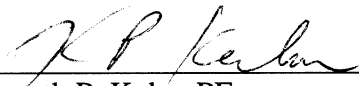
Thomas W. Fea, RG




Frank Y.F. Fong, PE




Hiroshi Eto, PE



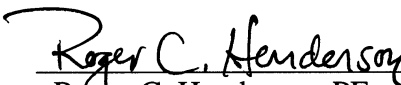
Kenneth P. Kuhn, PE



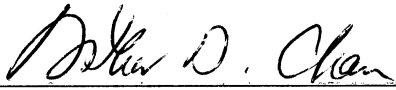
William D. Mullery, PE



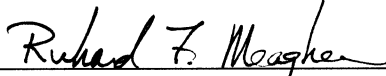
Ronald F. Muller, PE



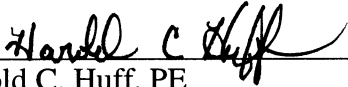
Roger C. Henderson, PE



Arthur D. Chan, PE



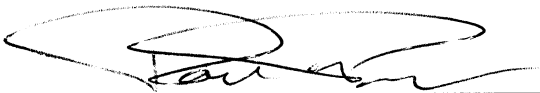
Richard F. Meagher, PE



Harold C. Huff, PE



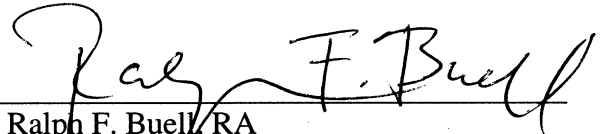
Rick L. Poepelman, PE



Paul E. Pugner, PE



Thomas E. Nissen, PE



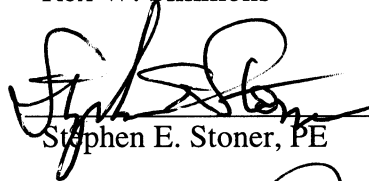
Ralph F. Buell, RA



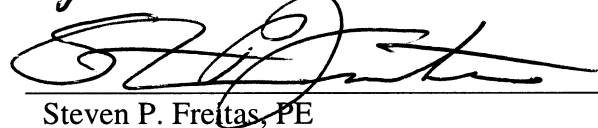
Gary L. Mills, PE



Rex W. Simmons



Stephen E. Stoner, PE



Steven P. Freitas, PE

ENGINEERING DIVISION FY2000 PERFORMANCE MEASURES - OBJECTIVE #1

ALIGN FOR SUCCESS

OPTIMIZE OUR ORGANIZATION

FLEXIBLE & EFFICIENT PRODUCT DELIVERY PROCESSES THAT ARE BEING CONTINUOUSLY IMPROVED

We must continually evaluate, communicate, and update our policies and procedures to ensure that we have the best product delivery system possible to meet customer expectations.

PERFORMANCE MEASURE	ACTIONS
Measure: Obtain ISO 9001 certification in FY 00 Baseline: Certify Audit NLT Sept. 2000 Data Source: Corrective/Preventative action reports Data Location: ET&S ISO Webbed pages Update Frequency: Surveillance Audits every 6 months & Quarterly Management Team meetings	<ul style="list-style-type: none">☞ Train Internal Auditors☞ Do 1st Semiannual internal audit☞ Do 1st round Corrective actions on nonconformances found☞ Do 2nd Semiannual internal audit☞ Do 2nd round corrective actions on nonconformances found☞ Educate ED employees on number of nonconformances☞ Identify preventative actions.☞ Correct QM and EQPs to latest findings☞ Conduct staff review to assure goals are achievable☞ Consultant performs comprehensive system review☞ Registrar conducts system preassessment audit☞ Registrar conducts compliance (certification) audit☞ Continue audit cycle

ENGINEERING DIVISION FY2000 PERFORMANCE MEASURES – OBJECTIVE #2
SATISFY THE CUSTOMER
DELIGHT OUR CUSTOMERS
DELIGHTED CUSTOMERS

Customer identification is difficult and we do not actively seek customer input on our ongoing and completed products sufficiently. We must ask recipients and users of our products if their requirements are being met and evaluate the responses to determine how we can improve our product delivery.

PERFORMANCE MEASURE	ACTIONS
<p>Measure: Customer Success surveys</p> <p>Baseline: Existing HQ formatted surveys</p> <p>Data Source: PPMD</p> <p>Data Location: PPMD Files</p> <p>Update Frequency: Create and deploy with each product deliverable a new Engineering Division Customer Survey</p>	<ul style="list-style-type: none"> ☞ PPMD to create new customer survey ☞ Evaluate and respond to customer feedback ☞ Share survey results with ED employees ☞ Provide an incentive for customer to return completed survey ☞ Achieve 75% return on surveys ☞ Consolidate ED customer survey responses over FY 00 ☞ Management team review responses ☞ Make personal contacts on negative responses ☞ Follow-up corrective actions on negative responses
<p>Measure: Cost growth during construction due to design deficiency</p> <p>Baseline: TBD</p> <p>Data Source: Existing change orders</p> <p>Data Location: ET&S Support Unit</p> <p>Update Frequency: Quarterly</p>	<ul style="list-style-type: none"> ☞ ET&S Support Unit to tabulate design deficiencies ☞ Management Team brief ☞ Follow-up corrective actions to incorporate into Lessons Learned ☞ Review ARMS for systematic/repetitive issues ☞ Include C-O Division early in design processes ☞ Realistic schedules and resource management ☞ Coordinate work scope with A-E before negotiations ☞ Set baseline and performance criteria

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PERFORMANCE MEASURE	ACTIONS
<p>Measure: % completion on schedule and within budget</p> <p>Baseline: TBD</p> <p>Data Source: Project Manager</p> <p>Data Location: PROMIS/SOS PPMD records</p> <p>Update Frequency: Quarterly</p>	<ul style="list-style-type: none"> ☞ Develop complete quality control plans and quality assurance plans ☞ Review schedule and resource utilization at each meeting ☞ Design and independent technical review teams provide complete requirements on work scope ☞ Document changes in scopes ☞ Set baseline and performance criteria

ENGINEERING DIVISION FY2000 PERFORMANCE MEASURES - OBJECTIVE #3

BUILD THE TEAM

BUILD THE REGIONAL TEAM

EFFECTIVE TEAMWORK, INTERNALLY AND WITH OTHER DISTRICTS

Our resources (people, consultants, facilities, equipment, funds) are extremely valuable and are constantly being challenged by possible reductions, mandated use levels, and cost effectiveness. We must unify and improve our resource use through increased communication, timely acquisition, and cost reductions.

PERFORMANCE MEASURE	ACTIONS
Measure: Tri-Service CADD Standards Compliance Baseline: TBD Data Source: AutoCAD/MicroStation native project files Data Location: ET&S CADD Manager Update Frequency: Semi-Annually	<ul style="list-style-type: none">☞ Evaluate each Electronic Bid Set deliverable for compliance☞ Address specific non-conformities to project delivery team☞ Progress report to management team Nov 2000

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PERFORMANCE MEASURE	ACTIONS
Measure: Number of Partnered/Brokered projects with other Districts Baseline: TBD Data Source: CEFMS Customer Orders Data Location: PPMD, Budgets/Reports Update Frequency: Quarterly	<ul style="list-style-type: none">☞ Search for appropriate Customer Orders to determine existing number of partnered projects.☞ Brief employees on Outreach as scheduled☞ Report to management team Nov 2000 # brokered projects☞ Discuss methods to increase projects partnered with others☞ Set baseline and performance criteria

ENGINEERING DIVISION FY2000 PERFORMANCE MEASURES - OBJECTIVE #4
ENHANCE CAPABILITIES
AGGRESSIVELY PURSUE THE CORPS STRATEGIC VISION
PARTNERSHIP WITH HIGHER HQ ON IMPLEMENTATION OF POLICIES & REGULATIONS

Our staff capabilities must be highlighted to higher HQ through increased brokering of our expertise.

PERFORMANCE MEASURE	ACTIONS
<p>Measure: Number of requests from other agencies for specific expertise</p> <p>Baseline: TBD</p> <p>Data Source: 1st Line Supervisors</p> <p>Data Location: Engineering Division Front Office</p> <p>Update Frequency: Semi-Annually</p>	<ul style="list-style-type: none"> ☞ Develop form to report non-District staff usage by others (e.g.: John Hess, long term & Steven Freitas, SPECSINTACT TRY) ☞ Brief management team Nov 2000 ☞ Develop methods to encourage brokered expertise ☞ Set baseline and performance criteria ☞ Partner with SPK Leaders Development Group on their project

ENGINEERING DIVISION FY2000 PERFORMANCE MEASURES - OBJECTIVE #5
SERVE THE ARMY

Our product delivery success is primarily measured by whether or not production is on time, within budget, and meets customer expectations. We must find ways to reduce the amount of time we take, the cost needed to complete our products, and still maintain the required quality levels.

PERFORMANCE MEASURE	ACTIONS
<p>Measure: QA/QC compliance</p> <p>Baseline: TBD</p> <p>Data Source: ARMS</p> <p>Data Location: ET&S Support Unit</p> <p>Update Frequency: Quarterly</p>	<ul style="list-style-type: none"> ☞ Search ARMS BCOE reviews for non-conformities ☞ Include C-O Div on reporting non-conformities ☞ Report by categories the types of non-conformities ☞ 1st report Nov 2000 ☞ Solicit from management team methods to correct non-conforming products ☞ Brief Independent Technical Review teams on methods to correct ☞ Brief design teams and include as Lessons Learned feedback ☞ Set baseline and performance criteria
<p>Measure: In-House management fees by % of A-E/service contract administration</p> <p>Baseline: 40%</p> <p>Data Source: PPMD Budget/Reports</p> <p>Data Location: PPMD</p> <p>Update Frequency: With upward reporting cycles</p>	<ul style="list-style-type: none"> ☞ Educate ED employees on measurement ☞ Periodic/regular resource planning reviews by management ☞ Identify CMR components that are regularly yellow or red ☞ Identify actions needed to achieve, and individuals involved

ENGINEERING DIVISION FY2000 PERFORMANCE MEASURES - OBJECTIVE #5
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PERFORMANCE MEASURE	ACTIONS
<p>Measure: ED D.O. rate for Civil Works and Military</p> <p>Baseline: 1st Quarter FY 00 rates</p> <p>Data Source: RMO</p> <p>Data Location: Engineering Division Front Office</p> <p>Update Frequency: Quarterly</p>	<ul style="list-style-type: none"> ☞ Share D.O. status quarterly to all levels of supervisors ☞ Identify opportunities for management personnel to cost to projects ☞ Include all expected expenses in work scopes ☞ Identify portions with greatest impact, and opportunity to control ☞ Review items for value added (i.e.: increase training?) ☞ Update mid-year budget ☞ Review past years for trends ☞ All levels accountable to the budget limits

**ENGINEERING DIVISION FY2000 PERFORMANCE MEASURES - OBJECTIVE #6
INVEST IN PEOPLE**

Our staff capabilities are constantly stretched through mission changes, personnel reductions, and multiple assignments. We must balance our staff availability, knowledge, and utilization with challenging assignments, proper training, and unique opportunities.

PERFORMANCE MEASURE	ACTIONS
<p>Measure: Employee turnover rate and reasons for leaving</p> <p>Baseline: TBD</p> <p>Data Source: 52 actions</p> <p>Data Location: Engineering Division Front Office</p> <p>Update Frequency: Quarterly</p>	<ul style="list-style-type: none"> ☞ Develop out briefing form for departing employees ☞ Track forms by categories ☞ Brief management team Nov 2000 ☞ Develop Lessons Learned to share with all employees Aug 2000 ☞ Set baseline and performance criteria
<p>Measure: Awards/recognition from customers</p> <p>Baseline: TBD</p> <p>Data Source: New form TBD</p> <p>Data Location: Engineering Division Front Office</p> <p>Update Frequency: Quarterly</p>	<ul style="list-style-type: none"> ☞ Develop tracking form for 1st line supervisors ☞ Report to management team Nov 2000 award to date ☞ Solicit opportunities to increase # of awards ☞ Brief all employees on # awards and how obtained ☞ Set baseline and performance criteria

**ENGINEERING DIVISION FY2000 PERFORMANCE MEASURES - OBJECTIVE #6
INVEST IN PEOPLE**

Our staff capabilities are constantly stretched through mission changes, personnel reductions, and multiple assignments. We must balance our staff availability, knowledge, and utilization with challenging assignments, proper training, and unique opportunities.

PERFORMANCE MEASURE	ACTIONS
<p>Measure: Number of new projects/tasks from strategic customers</p> <p>Baseline: TBD</p> <p>Data Source: 1st line supervisors</p> <p>Data Location: Outreach Office</p> <p>Update Frequency: Semi-annually</p>	<ul style="list-style-type: none"> ☞ Solicit Outreach Director for strategic customers list ☞ Solicit 1st line supervisors for FY 00 new project strategic customer project starts ☞ Report to management team Nov 2000 ☞ Set baseline and performance criteria
<p>Measure: Number of new customers</p> <p>Baseline: TBD</p> <p>Data Source: Contact Database</p> <p>Data Location: Outreach Office</p> <p>Update Frequency: Semi-annually</p>	<ul style="list-style-type: none"> ☞ Solicit Outreach Director for new customers list ☞ Solicit 1st line supervisors for FY 00 new customers ☞ Report to management team Nov 2000 ☞ Set baseline and performance criteria

**ENGINEERING DIVISION FY2000 PERFORMANCE MEASURES - OBJECTIVE #7
RESHAPE THE CULTURE**

We need to measure our communications effectiveness of the Corps of Engineers Project Management Business Process and team collaboration to all our staff.

PERFORMANCE MEASURE	ACTIONS
<p>Measure: Internal (employee) surveys</p> <p>Baseline: TBD</p> <p>Data Source: Internal survey format</p> <p>Data Location: Executive Office</p> <p>Update Frequency: Annually</p>	<ul style="list-style-type: none"> ☞ Get District Internal survey and use/modify ☞ Conduct 2nd baseline survey NLT 3rd Quarter FY 00 ☞ Evaluate results ☞ Solicit action plan(s) from management team Nov 2000 ☞ Communicate results and plan of action in specific targeted areas to all employees ☞ Set baseline and performance criteria